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Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training
FROM : Chief, Plans and Policy Staff
SUBJECT: Group Meetings with the Training Liaison Officers of the Agency

DATE: 19 May 1953

I. General Statement

1. Separate group meetings of the DD/P (including Commo), the DD/I, and the DD/A Training Liaison Officers were convened by S/PP for the purpose of explaining the objectives of the OTR request for statements of Office training requirements for Fy 1954 and Fy 1955 for budget and planning purposes.

2. A number of additional questions related to planning and requirements were raised, which are discussed below.

II. Summary of the Training Questions Raised

1. Questions on which common agreement was reached:

A. That the OTR framework for the statement of training requirements was adequate for use by the various Offices; that the 1 June deadline could be met; and that all such statements should be processed to OTR through the appropriate Career Service Board.

B. That clarification of the Junior Officer Training Program and its use in support of the efforts of the various Offices to provide training for on-duty personnel would be of considerable and general interest.

C. That TLO meetings of the DD/P, DD/I, and DD/A groups separately and on an informal basis were most satisfactory from the TLO point of view, since they permitted full and free discussion inappropriate to the larger joint meetings, and since problems common and peculiar to one group could be discussed and in some instances resolved in such group meetings; that problems, isolated and discussed in group meetings, could then be the subject of joint meetings upon which final decision by the Director of Training could be reached.

2. Specific DD/P problem:

Accurate estimates of long-range training requirements for budget and operational purposes are difficult to make, because the TLO's are rarely given adequate knowledge regarding the continuance or termination of existing operational programs or the establishment of new programs. It was suggested that, as a starting point, an inventory be made of personnel currently on overseas tours so that

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planning for the training of their replacements could proceed, and that working liaison be established between the DD/P Training Committee and the Plans and Programs Coordination Staff of DD/P, in order that training requirements could be more closely related to operational planning.

3. Specific DD/I problem:

Various questions about the detail and assignment of Junior Officers were raised, which indicated a lack of common understanding between JO's, supervisors, and OTR. The status of JO's vis-a-vis OTR before and after transfer to a permanent duty assignment in the Agency, the selection criteria for JO's, and the uses of the JOT Program should be clarified by OTR.

4. Specific DD/A problems:

A. Many on-duty personnel in DD/A Offices can not be spared for the six-week BIC, and yet their effectiveness on the job is directly related to their understanding of the intelligence process. It was suggested that the BIC might possibly be offered after hours, over a longer period of time, and on a less intensive basis for such personnel. It was agreed that such a BIC, if established, should be strictly limited to on-duty personnel.

B. It was suggested that OTR should conduct a comprehensive research study on the various kinds of management training programs available in the U.S. academic and government institutions, from which the DD/A Offices could make selections in order to express their training requirements. It was recommended that the DD/A Offices should analyze the skills of their personnel which, on the basis of job requirements, needed further development and that once statements of training objectives based on the analysis of skills were expressed to OTR, the research necessary to provide or develop suitable training programs could be conducted. Working level assistance would also be available from OTR in the formulation of training requirements, which in some instances might involve limited research and analysis of available training.

III. Recommendations

As a result of these meetings, it is recommended:

1. That separate monthly group meetings of DD/P (including Commo), DD/I, and DD/A TLO's be convened and chaired by the Chief, S/PP, for the purpose of isolating and discussing training problems on an informal basis; that these meetings be supplementary and precedent to monthly joint meetings of all TLO's, convened and chaired by the Director of Training for the purpose of reaching final decision on such training problems.

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2. That agenda for group meetings and joint meetings be circulated by S/PP far enough in advance to permit the TLO's concerned to add to or amend the agenda.
 3. That the agenda for the next several group meetings and joint meetings include the following items:
 - A. Those training policies related to the CIA Career Service Program which are approved by the CIA Career Service Board.
 - B. A statement of the policies and principles governing the JOT Program, after such a statement is prepared by S/PP, in collaboration with Chief, Junior Officer Training Division, and approved by the Director of Training.
 - C. A follow-up on training requirements after the submission of training requirements statements on 1 June and their analysis by S/PP.
 4. That S/PP arrange for the participation of appropriate Division Chiefs of TR(G) whenever the agenda for group meetings contains items of interest to their operations.
 5. That this memorandum be circulated to all Division Chiefs of TR(G) for their review and comment.
- IV. It is requested that you approve the recommendations contained in III above, in order that S/PP may put them into effect.

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